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"BEYOND TOMORROW"

An address to be delivered at Ohio State University's Autumn Quarter Commencement ceremonies in St. John Arena by Thomas F. Patton, president of Republic Steel Corp., Cleveland, and a trustee of the university.

President Fawcett, members of the faculty and Board of Trustees, members of the graduating class, parents and friends of the University.

I deeply appreciate the honor and privilege of addressing you on this very important and ^{I know} joyous occasion. I must confess, however, that when President Fawcett asked me to talk to you, I had some misgivings until I was reminded that, later on in life, most graduates ^{don't} ~~can't~~ remember the commencement speaker's name ^{never mind} ~~much less~~ what he said.

To begin with, I extend to you my heartiest congratulations - for I know this occasion represents a well-deserved step toward unlimited future opportunity. *for each of you*

It also symbolizes a milestone for your mothers and fathers, whose unheralded sacrifices have made it possible for you to graduate. So today, I pay special homage to the mothers and fathers of this graduating class.

I want to congratulate, as well, the professorial and administrative staff of this fine University which, through graduates like
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you, extends its intellectual and moral influence far into posterity.

Frankly, I have looked forward to this opportunity because I sincerely believe that educated and responsible leadership is our country's most pressing need and our most vital national resource. This is true in politics, in education, in industry, in agriculture.

It is the trained leader who gives direction and purpose to industry, to government, in fact to all of our activities. Such a person stands on the wisdom of the ages yet is abreast of the latest idea and the newest technique. This person is a better person if his or her mind has been disciplined on literature, on economics and on history, as well as on mathematics and the sciences. And above all, he understands why man has inalienable rights to life, to liberty and to private ownership of property.

In short, this is the kind of person *is the kind of person* Ohio State University strives to educate, and does.

And might I say that there is a never satisfied demand for the person who can become a leader, who can take responsibility, who understands human values and can inspire others to greater and still greater efforts.

It is the leaders who are the risk-takers, the experimenters. They are the persons who are not afraid of the new. They can see visions and dream dreams and have the ability to act promptly to make their dreams become realities. It is people of this caliber who have made this country great and who will fashion victory for us in this Communist-ridden world. *Today*

This graduating class, then, represents an exciting hope for the future. Here are the future teachers, doctors, lawyers and agriculturalists. Here are the scientists needed to light the way for generations to come. Here are the engineers who can translate

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the findings of science into productive machines and processes. Here are tomorrow's businessmen, who will satisfy the growing demands for goods and services. Here, in short, are the men and women whose minds, skills and loyalties will adapt the treasures of the earth to the services of mankind. This is the very real and very exciting possibility I see before me.

But on the other side of the ledger, I don't have to remind this group that we live in a world of great tension and compression. The real question is whether we can survive as a free nation or must join the civilizations which have passed into limbo. Certainly, if the past ten years are prologue to the future, we face difficult problems, revolutionary changes and dynamic challenges as well as unsurpassed opportunities:

CULTURALLY, the masses of the world are stirring with a rampant nationalism that is sweeping across entire continents.

POLITICALLY, we live in a divided world dominated by the split ^{atom} and the fused ^{hydrogen} atom bomb.

ECONOMICALLY, we're experiencing aggressive competition in our domestic and foreign markets.

TECHNOLOGICALLY, we live in a world compressed in space and time. Today, man can circle the globe in less than two hours. Before the Sixties are ^{over} out, we may have landed on the moon.

It's against this background of hope and tension that I want to look ahead with you - BEYOND TOMORROW - to see what we must do "to make our way in life" and "to preserve our Way of Life."

An old Chinese proverb points out that "there are many roads to the top of the mountain."

Our free enterprise system ^{in this country} is living proof of that proverb for it employs about 68,000,000 people in more than 23,000 different jobs

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and vocations.

This graduating class is added proof of its truth, for you have been preparing for widely varied careers - and obviously, you wouldn't train for a vocation unless you felt it had a future.

Let me emphasize that your personal destiny is not a matter of chance, but a matter of choice. Fate is not the hunter in our lives. We fashion our own destiny by what we do! So, whether you have followed the arts or the sciences - you'll get to the top of the mountain if you dedicate yourself to whatever job lies immediately ahead. *The future will then take care of itself.*

I say "dedicate yourself" because we need extraordinary men and women if we're going to meet the economic, political and social challenges of our times. Our critical shortage is for men and women with the intellectual capacity and the qualities of character necessary to cope with our problems.

I add "qualities of character" because no extraordinary man or woman is just a bundle of skills or a filing cabinet of facts. Even the best of us may never live up to our full potential because of lack of ambition, courage or inner direction.

As I see it, the acid test is not the course of studies you have taken, but its end result ~~upon~~ ^{on} you as a person. A degree from Ohio State certifies to the world that you possess the intellectual and other personal qualities we may rightfully expect from well-educated and mature citizens of a free society. But as they say in semantics, "the map is not the territory," "the word is not the deed," "the proof is yet to come."

I have no doubt you will prove worthy of your degree and that you will experience opportunities far beyond your fondest dreams. And looking back over my own experience - *the other experience of* - and that of the people I

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have known in business, education and government - I'd like to recall a few things you may find useful when making your way in life.

First, the most successful students never really graduate. They simply consider their formal graduation the commencement of a new kind of education where they will remain students as long as they live.

To me, the word "education" implies the full development of the individual and his talents - and by this definition, education becomes a lifelong process and a continuous discovery.

This is particularly true today because of the rapidity with which new knowledge is being created. It's estimated, for example, that man's knowledge of the universe has expanded more during the years you have been in school than in all the centuries between Galileo and Edison.

In our age of rapid change and innovation, the lifelong view of education is a necessity rather than a luxury. We must retain an up-to-date fund of knowledge and maximum adaptability if we're going to be ^{Succeed} successful and take our rightful place in society.

The first step in adapting successfully to the world is the necessity of acquiring experience - and more important, of learning from it. Some graduates, armed with the theory of the ages and impatient to get ahead, prefer to leapfrog experience because they consider it an obstacle to immediate progress. They overlook the value and the need for coming face-to-face with real problems, in real settings, with real people.

Yet throughout their lives, these same individuals depend on other people's experience in ^{every} a crisis. ^{they may face} They look for it in those to whom they entrust their health, the education of their children, or the care of their money. As a matter of fact, they recognize the value of experience in every important choice they make.

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I know of no better lamp to guide you into the future than the lamp of experience based on broad academic understanding.

Most of the successful people I have met would also counsel you to look forward to life's problems rather than hoping to avoid them.

So if you view the future as uncertain and unpredictable, consider it a blessing. In other societies, individuals are cast into a predetermined mold, with the future predictable but not *very* alluring.

It is this very uncertainty that makes life challenging, exciting and rich with opportunity. By solving problems as they come up, you'll get to know the full range of your *individual* capacities and learn to use them more profitably as time goes on.

Unfortunately, some people will never live up to their full potential because of unreasonable fear. Throughout their lives, this fear will masquerade as Doubt, Indecision, Timidity and Anxiety. Or it will pose as a friend and come to them in the name of Prudence, Caution or Discretion. But if you open your lives to Fear you will admit a guest who will not soon depart. *and it seems to me,*

FAITH will serve you best against FEAR, and it will come in the form of confidence in yourselves, in those you serve, and in those who serve you.

In a very practical way, FAITH and FEAR will also determine your ability to be individuals as well as dedicated members of a team.

After all the emphasis on human relations, it seems almost self-evident that the ability to get along is essential to personal success and group survival. You would think that humans, with a divine spark of understanding and tolerance, could easily communicate with and get along with their fellow men. But when you look at most organized activities - and at the current state of international

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affairs - you're struck by our continuing inability to achieve widespread cooperation.

To succeed in life, we must have faith in others as well as in ourselves. We must be willing to tolerate a great deal, if we ~~too~~ are to be tolerated. For it's through genuine cooperation that the greatest personal and social good can be realized.

Even so, there are crucial times when you're "alone at the plate," so to speak - and when, for the team's sake, you had better come through as an individual.

I realize a great deal has been said about the organization man - about his being afraid to use initiative, creativity and personal judgment when the full weight of an organization is borne against him.

Personally, I think this is overdrawn and unrealistic. The men and women who forge ahead are not simply a part of the crowd. They have the courage to work for constructive change even though their good ideas may not be immediately accepted.

All of us must get along, but we must also get the job done.

Now to do both, we must be broad enough to encompass the liberal arts and the sciences. And in this connection, I'm happy to see that Ohio State has provided sufficient background courses in the humanities and social sciences as well as in the physical sciences and engineering.

In recent years, there has been a sharp increase in the need for technical and scientific personnel because we must get on with the job of research and development, the use of computers and intricate devices and all phases of space technology.

And I emphasize this
However, it's equally important that we retain the breadth of understanding needed to comprehend the problems which transcend the basic skills of a profession. For example, it's surprising how few

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people in industry ever get an over-all grasp of the fundamental problems of a business - or for that matter, who try to get an "aerial view" of how our society ^{itself} operates. More often, they become canyon-ized in a specialty - and they make it a point, throughout their lives, to make that canyon deeper with each passing year.

The leadership of tomorrow's world will not be assumed by those who know a great deal about a very little, nor a very little about a great deal. It will be assumed by those whose horizons are wide enough to comprehend the world in which we live.

Today, there's a growing need for people with the broad prescience to see where we're heading. You wouldn't think it from the want ads, but this kind of person is very hard to find because he doesn't use tools or techniques that can be taught ^{in books}. He must have imagination and fertile ideas, unrestrained curiosity, practical judgment, the ability to adapt to changing situations, and ^{above all} a loyalty to the basic values of our society.

Of course, I don't mean to imply that we must all be Thomas Jeffersons, who was humorously but accurately described by a friend as:

^{case} "a gentleman of 32 who could calculate an eclipse, survey an estate, tie an artery, plan an edifice, try a ~~cause~~, break a horse, dance the minuet, and play the violin."

Nonetheless, this is the kind of vitality and versatility which is a great personal and public resource.

Moreover, we should never overlook our nation's real secret weapon - the man or woman with a mind capable of generating ideas so challenging in nature that they may profoundly affect an industry, ^{or a} community, or nation - perhaps even ^{the nation itself} the world.

Consider the tremendous force of ideas in the tide of history. Calculate, if you can, the impact of the "Declaration of Independence,"
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the "Constitution," the "Gettysburg Address" or the "Communist Manifesto."

Whether for good or for evil, ideas are the precursors of our times. Their influence is toppling governments and changing the map of the world. The "divided world" and the "split atom" will dominate our lives for years to come, and we will need our broadest and best brainpower to control these destructive forces and make them constructive factors in the new world BEYOND TOMORROW.

In the final analysis, this very graduating class is the most pertinent example of the ultimate force of ideas.

You're not the same person you were when you entered college. Your name may be the same, like the label on a bottle, but we know the contents ~~have changed~~ ^{are different. We know that you} and have improved during your years in college.

You have, through association with your classmates and faculty, given of your ideas and qualities to others. They, in turn, have given of their ideas and qualities to you. All of you, meanwhile, have been influenced by the traditions and standards of this great University.

The friends you have made here will no doubt be some of the most lasting friends you will ever make.

So you wouldn't be what you are today if it weren't for the sharing of ideas and the vital inter-dependence which a college education implies.

These, then, are a few of the things which make up the art of personal achievement. But even if you are eminently successful, I doubt if you can be truly happy unless you remember, too, that a good name and service to your community, your state and your nation bring satisfactions which no money can ^{ever} buy. For that reason I urge
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you to take an active part in community and civic affairs, to be a participant in life and not a mere spectator cheering from the sidelines.

Personal success and wealth will mean ^{very} little unless ^{you realize and all of} we resolve ^{us} the larger problems affecting our nation. For unfortunately, we are in an age when all of the principles of our way of life are being seriously challenged. As I see it, our main purpose and our major problem must be the ultimate preservation of freedom at home and abroad.

Actually, the future of America - perhaps the world - may depend on the sense of urgency which all of us feel about public problems and their solutions. Our country's best insurance policy is our personal willingness to accept that challenge - for without enlightened public participation, we may very well see the ebb tide of freedom in our generation. ^{time,}

For that reason, education has now become a key factor in national survival. Educated people like yourselves have a greater responsibility to serve and to support our free society. You are in the best position to see its needs. You - more than others - have the intellectual endowment and leadership ability. You, to a greater degree, can act as a catalyst of society's problems and their solutions.

But to do this job effectively, we must appreciate what our ~~free~~ society consists of - and what it is we want to protect and ^(to preserve) extend.

The trouble is that some people see our way of life as a giant assembly line which produces an endless number of bathtubs, telephones, automobiles, washing machines and mechanical gadgets. To them, America is a set of statistics which proves that we produce a
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large part of the world's material wealth with only a small proportion of its population and resources.

~~I would be the last one to overlook the value of our material progress, for it has improved health, lengthened life, lessened laborious toil, and given us greater leisure.~~

But if this were all America stands for - if we didn't see behind our horn of plenty a spiritual order from which we derive our basic freedoms - there would be few significant differences between our way of life and materialistic Communism.

As a matter of record, our society has provided many humanitarian services *which are unfortunately not* widely publicized. While our work force has increased 40 per cent, the number of artists, sculptors, teachers and authors has increased 2½ times; and members of college faculties, *over 400 per cent* 4 times.

While our population has increased about 53 per cent, church membership has risen 119 per cent.

Many of our schools, hospitals, foundations and charitable agencies were founded - and are supported - by funds made possible by a free and productive private enterprise *in this country*.

No, you can't measure America by the length of its highways or the height of its standard of living. The measure of America lies in its moral values, its political freedoms, and in the incentives behind our private enterprise economy. These are the foundations of our free society and the key ingredients in our progress as a nation.

So at this point I want to make one thing clear with all of the conviction that words can convey: *we, everyone of us in this room today are* we're extremely fortunate to live in a country where men and women can pursue happiness as they see it.

I'm extremely proud when our society can make all this possible - when it can bring together free men and free women from all walks of

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life and develop them into a leadership potential second to none - and do it, without coercion, by giving free rein to the natural incentive for self improvement and ^{self} development.

Call this society what you will. Names don't matter. It's America! And it alone offers the personal freedom, the material and cultural opportunities, and the possibility of a peaceful life beyond tomorrow.

So let others say what they want about our American Way of Life. But let us never give them good cause for saying that we were anemic in the defense of freedom. If we stand together on the principles of our society - rather than timidly acquiescing to those who would destroy us - then neither the Berlin Wall, nor the Bomb, nor the East Wind will prevail over the West. Our children and theirs will enjoy the fruits of freedom as we have in our ~~own time~~ ^{generation}.

This, then, is our greatest gift - being able to live in a country based on principles of humanity inspired from a Divine source. None of us, if we are worthy to graduate from Ohio State, should hesitate to give his or her full measure of devotion to the basic values behind this great nation of ours.

So as you go on your way through life I ask you to be of good courage. Great things have been done in these United States, but still greater ones remain for you to do.

Yes, you too will make your contributions to this wonderful country of ours. Past generations have laid the foundation of American progress; your generation will ^{continue to build} build the structure. Never forget that you have been trained for leadership at Ohio State University. Be just that - a leader of Americans.

So, members of the graduating class, I wish all of you Godspeed and the best of luck. The future is yours to make of it what you will.